



## ICSB Private Sector Workshops

**ICSB 2015 World Conference  
Entrepreneurship & Innovation Day  
Monday, June 8th**



**UAEU**

## ICSB 2015 Private Sector Workshops (PSWs)

The aim of Entrepreneurship + Innovation Day at ICSB 2015 is to connect ICSB world-wide experts with UAE business and government executives and officials. ICSB experts worldwide will be sharing the latest knowledge and state-of-the-art skills tailored for private sector companies and their employees.

The ICSB PSWs are an excellent platform for collaborative engagement between ICSB international delegates and the local business community. These interactive sessions will help connect various stakeholders such as academic experts, private sector executives and government officials to support and adapt to private sector business challenges. The event provides hands-on training and the exchange of specific knowledge in key topic areas.

### Program

	DWTC, Dubai D, First Floor, Concourse 2	DWTC, Dubai C, First Floor, Concourse 2
<b>08:00 – 09:30</b>	(1) <a href="#">Disruptive Innovation, Dynamic Capabilities, and Leadership: A Global Comparison</a> ~ Jeremy Moreland (2) <a href="#">Creativity and Innovation: The Keys to Entrepreneurship</a> ~ Charles Matthews	(1) <a href="#">Leveraging IT for small business success</a> ~ Katia Passerini (2) <a href="#">Technology Transfer – Partnering Private Sector with Academic and Technology Hubs</a> ~ Roberto Parente
<b>11:30 – 12:30</b>	(1) <a href="#">Implementing Social Entrepreneurship – Example from Egypt</a> ~ Perihan Tawfik and Magdi Wahba (2) <a href="#">Sustaining superior performance in family-owned and managed high growth firms</a> ~ Marco Cucculelli	(1) <a href="#">Driving Competitive Success through HR System Design</a> ~ Paul Swiercz (2) <a href="#">The Need for Money Smart Innovators</a> ~ Dileep Rao
<b>15:00 – 16:30</b>	(1) <a href="#">Online Learning Excellence (OLE)</a> ~ Geoff Archer (2) <a href="#">Business Model Innovation</a> ~ Luca Iandoli	(1) <a href="#">Schumpeterian Entrepreneurship as Capitalistic Dialectics</a> ~ Hanns Pichler (2) <a href="#">Using the Global Entrepreneurship Index (GEI) to understand Ecosystem</a> ~ Fiona Sussan

\*Click the title to view the PowerPoint Slides for the workshop

### **Disruptive Innovation, Dynamic Capabilities, and Leadership: A Global Comparison**

**Facilitator: Jeremy Moreland**

Based on incentive theory of motivation, workers are driven and motivated by extrinsic rewards. In particular, in Western management practice, rationality and extrinsic rewards have been widely used to motivate workers; contrasting management in the East (particularly in Korea for this research) management uses emotions and elicit workers' own intrinsic motivation to finish tasks and beyond. Recent research reports the need to change from extrinsic to intrinsic reward to maximize workers output and at the same time reaching workers expectation.

Facing this shift from extrinsic to intrinsic motivation, an important question arises for global managers to strategically navigate this new landscape. An effective strategic leadership is essentially about highlighting market opportunities, inspiring employees, and motivating employees by using a combination of appropriate extrinsic and intrinsic rewards to leverage the dynamic capabilities of a company and its employees for developing timely disruptive technology to capture emerging market opportunities.

The topic of this workshop is grounded in the concept of firms as social organizations. As such, we use three theoretical approaches – First, Bourdieu's social identity theory which suggests that every system of social interactions may be analyzed as a “social field” – a setting of social positions and competing agents. The position of each particular agent in the field is a result of interaction between the specific rules of the field, agent's habitus (the general “pre-dispositions” including emotions) and agent's capital (three major types of capital are: social, economic and cultural). As such, the social identity of the employee can be viewed as a combination of his or her habitus and the position in the particular “field” (for example, the professional community, the particular organization, or even the concrete department in company). Since habitus is, by definition, largely unconscious – as well as the emotions. By shaping the habitus of the employees, the managers may create their emotions (as the dispositions towards different phenomena and the modes of reaction to various stimulus) and thus increase efficiency.

Second, we apply the social exchange theory to argue that the emotions are the sort of additional motivation (or valuable resource) comparing to the traditional understanding of the extrinsic or monetary stimulation and, for example, upward career advancement. Interestingly, we may not only “receive” emotions – but also “give” emotions. This creates the special context for the discussions about motivation: inspiring emotions from others (employees) and giving emotions ourselves (managers) may interrelate complexly.

Finally, we turn to the institutional approach, which is also a very broad setting. Briefly, the institutional arrangements of the macro context may determine the role of emotions in the work place, and even the "space" for emotions in the everyday life. This is something that requires

special attention from the companies: if management tries to promote the modes of emotional expression, which does not fit the general institutional arrangements in the society – it would be a useless or even a harmful initiative.

Based on the conceptual arguments, we further contextualize our conceptual argument by comparing management practices in Korea, U.S., and Russia. Specifically, we present and discuss about how dynamic leadership will be able to leverage workers intrinsic motivations (self-propelled) leading to performance beyond expectations.

### **Facilitator Bio**



Jeremy Moreland, Ph.D. Dean Moreland is the Academic Dean of School of Advanced Studies at University of Phoenix. Overall accountability for academic program offerings, curriculum and program design, assessment of student learning, institutional accreditation related to the college and all related academic

components, including faculty oversight, student satisfaction/retention, academic policy and standards, and program evaluation. Dean Moreland is the founding editor and editor-in-chief of Journal of Leadership Studies. Professor Moreland graduated from Texas Christian University with a Ph.D. in general experimental psychology.

## **Creativity and Innovation: The Keys to Entrepreneurship**

### **Facilitator: Charles Matthews**

Entrepreneurship is the engine of the global economy and creativity and innovation are its fuel. In general, Entrepreneurship is an economic phenomenon, a scholarly domain, and a teaching subject (Shane & Venkataram, 2000). Indeed, Entrepreneurship is itself a multi-faceted, complex, social and economic phenomenon (Auderetsch, 2002). While Entrepreneurship is fueled by creativity and innovation, it is also informed and enacted by a common body of knowledge across specific knowledge and business practice that yields a start-up venture (individual/team, corporate, and/or social). A new start-up can begin with an innovative idea that develops into either a small business or high growth scalable venture; includes strong leadership from the founder or co-founders; balances opportunity, resources, and team; and sets the stage to “chase” the opportunity either as a stand-alone venture (profit or non-profit) or within a corporate context (intrapreneurship).

The speaker will discuss five key elements of unleashing creativity, innovation and entrepreneurship. The five themes include, but are not limited to, Entrepreneurship in the current economic context, including what and where entrepreneurship is; defining an “Entrepreneurship Process Model”; exploring how SMEs and Universities can address these challenges and the evolution and use of technology in the digital age; and future directions.

Two key questions surrounding SME’s in the digital age are explored: 1) What is the changing role of technology? and 2) Where do we go from here? A customer centric view, technology investment, and entrepreneurship value proposition for today’s markets are explored. An experiential exercise completed by participants during the workshop ties the concepts together.

#### **Facilitator Bio**



Charles H. Matthews, Ph.D., Distinguished Teaching Professor of Entrepreneurship and Strategic Management, Founder Center for Entrepreneurship Education & Research (Executive Director 1997-2013; Director; Small Business Institute® 1982-2013), Lindner College of Business, U. of Cincinnati.

Dr. Matthews is an internationally recognized scholar and innovative teacher in the field of entrepreneurship. His teaching and research interests include: strategy, entrepreneurship, leadership and decision making. His research is published in *Small Business Economics*, the *Journal of Small Business Management*; the *Journal of Small Business Strategy*; *Entrepreneurship & Regional Development*; *Frontiers of Entrepreneurship Research*; *Family Business Review*; *The International Journal of Operations & Production Management*; *The Center for the Quality of Management Journal*; *Quality Management Journal*; *Industry & Higher Education*; and *New England Journal of*

Entrepreneurship. He has been quoted in numerous publications including The Wall Street Journal, Industry Week, Forbes, Business Week, and Inc. A former columnist on entrepreneurship for The Cincinnati Post (1998-2001), he currently writes for The Cincinnati Enquirer. He is the co-author of Innovation & Entrepreneurship: A Competency Framework (Routledge, 2015).

An award winning teacher, Dr. Matthews has taught over 5,000 students ranging from freshmen to doctoral students to executives, from individual instruction to classes of 540. He has facilitated over 500 faculty-guided, student-based field case studies; served as a consultant to numerous organizations; and has entrepreneurial and family business experience in the automotive, photographic, and real estate industries. An educational entrepreneur, he is the founder of the UC Center for Entrepreneurship Education & Research in 1997, which was named one of the top 50 Entrepreneurship programs in the U.S. in 2001 (Success magazine), a top tier and nationally recognized program in 2003, 2004, 2005 (Entrepreneur magazine), and a top 25 (21) undergraduate Entrepreneurship program in 2008 (Princeton Review). He championed the creation of the undergraduate entrepreneurship/family business major; led the development of the Graduate Certificate in Entrepreneurship, designing several new MBA entrepreneurship courses including Entrepreneurship and E-Business and Global Entrepreneurship; and co-created a cross campus Certificate in Innovation & Entrepreneurship for matriculated and non-matriculated students.

Dr. Matthews has served as a delegate on entrepreneurial development in China, the former Soviet Union (including Russia, Latvia, and Estonia), studied at the University of Antwerp, was honored to receive a Malone Fellowship for study in Saudi Arabia and Bahrain, and has traveled to the United Arab Emirates, Morocco, and Egypt. He has taught at the Southwest University of Finance & Economics, Chengdu, China and has given numerous lectures to international delegations from the Middle East, Russia, Africa, China, and the Ukraine. Dr. Matthews is a member of the Editorial Review Board and the Advisory Board of the Journal of Small Business Management, serves as an ad-hoc reviewer for Entrepreneurship Theory & Practice, the Journal of Developmental Entrepreneurship as well as the Journal of Business Venturing. He is a Past President and Fellow of the Small Business Institute® Association, as well as Past-President and Justin G. Longenecker Fellow of the United States Association for Small Business and Entrepreneurship (USASBE). He served as SVP Research & Publications for the International Council for Small Business (ICSB) from 2000-04, SVP Programs 2005-07, President of ICSB 2008-09, SVP Strategic Partnerships 2010-2012, and was named a Wilford L. White Fellow of the ICSB in 2014. He is a graduate of Leadership Cincinnati Class 36. Email: charles.matthews@uc.edu.

## **Leveraging IT for small business success**

### **Facilitator: Katia Passerini**

In the broadband economy, SMEs enjoy technology-supported opportunities to interact with customers in ways that were neither possible nor thinkable until recently. This workshop presents examples from multiyear research that has focused on identifying small and medium business needs by mapping the technological evolution and investments of small enterprises that are at the forefront of IT adoption. It focuses on mobile applications that can play a role in SMEs' competitive evolution. For IT to successfully support a small business, not only its founder needs to have a good understanding of IT competitiveness role but resources and staff dedicated to IT need to be innovative and adventurous in technology use.

The workshop presents a comprehensive model of the IT organization highlighting the process areas that are essential to promote SMEs competitive positions through IT. Of particular importance, even in the context of highly outsourced IT work, is the focus on training employees to increase productivity and returns of IT investments. Equally vital, if not more important, sustaining a knowledge sharing culture will support the long term survival and competitiveness of the enterprise.

#### **Facilitator Bio**



Dr. Passerini is the Hurlburt Chair and Professor of Management Information Systems at NJIT School of Management. She holds a joint appointment in the Information Systems (IS) Department in the College of Computing Sciences. She also serves as Dean for the Albert Dorman Honors College.

Her research interests are focused on understanding macro-economic drivers of knowledge management, studying wireless broadband applications and industry trends; and, computer-supported learning and education. She has published extensively in refereed journals and proceedings (Communications of the ACM, IEEE IT Professional, Communications of AIS, Society and Business Review, Journal of Knowledge Management, Computers & Education, Journal of Educational Hypermedia and Multimedia, IEEE Internet Computing, Organization Management Journal, International Journal of Management Education) and professional journals (Project Management Network, Cutter IT Journal, Cutter Benchmark Review), particularly in the area of computer-mediated learning, IT productivity, and knowledge management. She was nominated five times for best paper awards at regional and national conferences, and won once. She serves on editorial boards of various IS journals and acted as program and track chair in selected IS conferences.

Katia's professional background includes multi-industry projects at Booz Allen Hamilton (now part of PriceWaterhouseCoopers) and the World Bank where she focused on information

technology projects in Europe, North America and the South Pacific. Katia is a certified project management professional (PMP®) and worked on various projects in the automotive and telecommunications industries and higher education. Some of her projects included business process management, balanced scorecard definition; business needs analyses and gaps assessment, benchmarking, evaluation of IT investments feasibility and outcomes.

Dr. Passerini holds degrees in political science (LUISS University, Italy), economics (University of Rome II- Tor Vergata, Italy), MBA and PhD degrees from The George Washington University, and a Certificate in Business Project Management from New York University. She was a Fulbright Scholar, an Italian National Research Council Fellow (CNR) and received several funded scholarships awards.

## **Technology Transfer – Partnering Private Sector with Academic and Technology Hubs**

### **Facilitator: Roberto Parente**

To compete in a world of outstanding socio-economic challenges, the capabilities to effectively transform new scientific knowledge in market applications, is a key issues.

Technology transfer process is a quite complex but fascinating process, and can be very rewarding.

There are many business opportunities in technology transfer processes. We briefly describe three kinds of business opportunities: service, financial and asset - based opportunities.

#### **Facilitator Bio**



Prof. Parente is Full Professor of Entrepreneurship and Innovation at University of Salerno . His training was at University of Naples, and then at Università Bocconi di Milano and Sloan Management School.

He has been working with international leading Universities, including Carnegie Mellon, George Washington University, University of Uppsala, LUISS Rome.

He's co-founder of several high tech start-ups in the fields of Biotech and Nanotech.

### **Implementing Social Entrepreneurship – Example from Egypt**

**Facilitators: Perihan Tawfik and Magdi Wahba**

The International Labor Organization (ILO) has issued many publications on Social Economy in general and Social Entrepreneurship in particular. These publications give more information about the different countries with their different experience. As part of the orientation towards capacity building, the ILO developed a training manual on Social Enterprises within its objective to increase the self-employment and to create more jobs. This manual will be taught to Egyptian Young People to increase their knowledge, improve their skills and change their attitudes positively towards business startups.

The ILO has taken part of a Knowledge Sharing event in Washington DC in 2012 to start the cases adaptation of the Social Enterprises manuals (Introduction of the Social Enterprise, Generate Your Social Enterprise Idea, and Generate Your Social Business Plan) in order to start the training of trainers and the training of potential social entrepreneurs overall Egypt. The training material is being revised by Nile University and George Washington University Professors before being launched.

The ILO Decent Jobs for Egypt's Young People (DJEP) Project plans to celebrate the Global Entrepreneurship Week (GEW) in cooperation with the Middle East Council for Small Enterprises (MAKSABY) with the Social Entrepreneurship theme for 2015. The plan is to organize a set of activities such as: Best Business Plan Competition, Best Idea Competition, Informative Sessions, and Lectures in University and Secondary Education in different Governorates within Egypt.

This GEW 2015 will focus on four pillars:

- A conceptual and definitional perspective of Social Entrepreneurship: introduction of the International definitions, the ILO Definition, and the Social Enterprises Legislation.
- The Social Entrepreneurship Education and Training: presentation and demonstration of the ILO tools. ILO's tools targets to reach social enterprises not only to improve the sustainability of their business but link them into opportunities for further support and market access.
- The Regional and International Best Practices: introduction of the Nile University's work in Egypt, the George Washington University, and Social Economy & Local Community Development.

This plan will be implemented by the ILO DJEP project with the coordination and support of MAKSABY. The events will be implemented addressing different target groups from the Youth in Egypt and this entails a variation in the planning and organization for each event. The main event is the First Regional Conference on Social Entrepreneurship and it will be held November 19, 2015 in Gouna City, Red Sea Governorate.

## Facilitator Bios



Magdy Wahba obtained his diploma in the field of project appraisal from IDA, Dublin, Ireland in 1978/1979. After an Engineering degree (BEng) in 1974, he started in 1979 his professional career with a multinational company in Saudi Arabia, specialized in Maintenance Management till 1985. He adopted as a senior consultant in the field of analysis and evaluation of Industrial projects since 1991, also he was certified as ISO 9001 Lead Auditor.

He worked with many international agencies in the field of Engineering Management (UNIDO, ITAP-USAID, ECEP-USAID, Royal Netherlands Embassy...) till 1994.

He represented the Government of Egypt in a twining project with the National Association for Adults Vocational Training, France (AFPA), from 1996 till 2005. After passing two courses in the field of developing of vocational & entrepreneurship training centers and certified as an International Trainer in the field of Entrepreneurship Training courses, also he was participated in the developing of a wide range of Entrepreneurship curriculum with National, Regional and International Institutions.

Before joining ILO, Head Quarter as a International Professional Officer in 2013, he worked as a National Coordinator for the entrepreneurship education programme “Know about Business KAB” in 2008 and Horticulture Value Chain Project in Upper Egypt in 2012.

He worked with Social Fund for Development SFD, from 1999 to late 2005, as a project manager of Entrepreneurship Training Program (EDP), funded by EU. He worked as a senior consultant (SLSTE), for TVET Reform project, SDP for WB. In 2005, He established his own business (KIROMAG, Consulting and Human Development), KIROMAG act as a service provider in the field of entrepreneurship training programs for Intilaaqaha-Egypt, Shell Live Wire International, PLAN International and African Development Bank (Women Empowerment in new societies).

He published several working papers and articles on entrepreneurship education and training. Magdy Wahba is a member and founder of many professional bodies; Society for Egyptian Engineers, Egyptian Association for Industrial Development, Society of Mechanical Engineers, Egyptian Incubators Association (EIA) and the Egyptian Franchise Development Association (EFDA).

Perihan Tawfik holds Masters of Public Policy and Administration from the American University in Cairo, Egypt. She is currently working for the International Labor Organization (ILO) in its



sub-regional office for North Africa in Cairo as a project coordinator for a \$10,000 Decent Employment for Egypt's Youth - project funded the Canadian International Development Agency (CIDA). She is also a regional key facilitator for an ILO Entrepreneurship Education Training Program called Know About Business (KAB), focusing on the role of business in the society, its contribution to the wealth of nations and its social responsibility. Ms. Tawfik is a main organizer of the Global Entrepreneurship Week activities in Egypt since 2009 in coordination with the Middle East Council for Small Business and Entrepreneurship (MCSBE). Perihan was a main organizer of "Making Youth Entrepreneurial", the first Entrepreneurship Education International Conference in the MENA region held in Sharm ElSheikh in 2010 to bring together politicians, researchers, educators, practitioners and students to discuss and share knowledge and experiences with a view to develop better policies and guidelines for the promotion of self-employment and youth entrepreneurship through entrepreneurship education.

## **Sustaining superior performance in family-owned and managed high growth firms**

### **Facilitator: Marco Cucculelli**

Despite the relatively small number, High-Growth Firms (HGF) account for a disproportionate amount of new employment and sales in the economy. Most importantly, they are almost always owned and managed by a family, whose governance is crucial to foster strategic renewal and sustain superior performance. In this workshop, participants will discuss how to support the growth of family SMEs by analyzing trigger and turning points in the growth process, supporting the family innovation and renewal, exploring some managerial and financial implication of the high growth and investigating the public policy options to support growth in family SMEs.

#### **Facilitator Bio:**



Marco Cucculelli (PhD Rome, Italy) is Associate Professor at the Department of Economics, Università Politecnica delle Marche- Ancona - Italy. He has been a visiting scholar at Indiana University (USA), St. Andrews University (Scotland), the George Washington University (USA) and the Cracow University of Economics (Poland).

He has published in the J. of Small Business Management, Journal of Corporate Finance, Research Policy, Small Business Economics, Economics Letters, Management Decision, Entrepreneurship and Regional Development, Journal of family Business Strategy and other journals. He has been awarded the JSBM Associate Editor of the Year by the Journal of Small Business Management.

He is the Director of the Giorgio Fuà Foundation, member of the Money and Finance Research Group (MoFiR), co-director for research at ISTAO Business School and a founding member of the Industry Studies Association, USA. In 2011 he has been elected – as Director-at-large – to the Board of the International Council for Small Business and Entrepreneurship – ICSB, Washington, D.C. (USA).

## **Driving Competitive Success through HR System Design**

### **Facilitator: Paul Swiercz**

For many decades human resource policies and practices were thought to be of concern only to large public sector and private organizations. In recent decades the role of “human capital” to organizational success has come to be recognized as the most important variable of all. In this workshop participants will learn how to use the FourSquare Model of Competitiveness to: a) recognize the essential elements successful HR system design, b) integrate Marketing, Financial, Operational and HR decisions to create synergy and c) explore HR system challenges unique to SMEs.

#### **Facilitator Bio**



Dr. Paul Michael Swiercz is a professor and chairman of the Department of Management (2005-2008, 2013-present) at The George Washington University in Washington D.C. Dr. Swiercz has published more than 35 refereed research articles; his case studies on Home Depot and Delta Airlines have appeared in six best selling strategy text books. His case study — Food Lion vs. the UFCW: Time for a Change? — was selected for the Best Case Award by the 2002 Academy of Management. He has been interviewed by numerous news organizations including CNN and has taught and presented seminars in Greece, Cyprus, France, Germany, Trinidad and Brazil.

Dr. Swiercz served as editor (1998-2002) of the journal Human Resource Planning and is director of the Strategic HRM Partnership Project at GWU, developer of the SWIF Learning (Student Written – Instructor Facilitated Case Writing) and co-developer of the Cognitive Intrusion of Work Scale (CIW). In his capacity as a consultant and trainer he has directed workshops for ATT, General Motors, Cornell University, Telecom Egypt, the State of Georgia, China Petrochemical Corporation, the Pentagon, and others.

Dr. Swiercz is the founder and principal in the firm Executive Selection and Development International (ESDI) and developer of the workshop Strategic Business Thinking: A Skill Building Workshop for Competitive Thinkers.

## **The Need for Money Smart Innovators**

### **Facilitator: Dileep Rao**

The most common cliché in innovation is the exhortation to “think outside the box.” This can be a high-risk strategy for the corporation, and for the career of the executive.

Corporations have done well in evolutionary innovation, but not in revolutionary, or disruptive, innovation (Christensen). Failure in revolutionary innovations can hurt corporate careers, which makes executives hesitant. But absence from, or hesitancy in, a revolutionary trend can be disastrous to corporations. Amazon.com beat Borders and Barnes & Noble in the online market. Facebook beat MySpace in first connecting students, and then the world. Microsoft brought many large computer companies to their knees by making the PC the standard. This means that corporations have to master revolutionary innovations. But this is hard in corporations because revolutionary innovations make old strengths into new weaknesses. They are truly outside the box.

Corporations have three models to build large companies from scratch:

- Corporate model: This is the low-risk, low-return evolutionary innovation model
- VC model: This is capital-intensive and high-risk, and is hazardous to corporate careers
- Billion-dollar entrepreneur (BDE) method: This is low-risk but high-return, and useful when the “rules of the game” are changing – or can be changed.
- The BDE model excels “outside the box” when the corporate model does not such as:
- In emerging industries caused by revolutionary technologies: Examples are PCs and the Internet
- In emerging markets caused by demographic or psychographic changes: Chipotle and Whole Food
- In emerging business models caused by the above: Walmart; Dell; Facebook; Apple

### **Facilitator Bio**



Dr. Rao has extensive experience in both the business and academic arenas. From 1997-2010, he was a professor in new business formation and financing in the MBA and Executive MBA programs at the University of Minnesota (UM) and also has taught in Executive MBA programs in Lyon, Paris, Romania, South Korea, Vienna and Warsaw.

Between 1973 and 1996, he was vice president of Impact Seven, Inc., one of the largest CD financial institutions in the United States. As vice president he financed and participated in the development of more than 450 businesses using equity, subordinated and senior debt, hybrids, leases and development financing from funds controlled by the firm. He currently is a director of the firm. He has consulted on new product development with Fortune 500 corporations, on community economic development with the U.S.

government, and on venture development with entrepreneurs and venture development institutions.

A nationally acclaimed author, Dr. Rao has written business reference books including *Business Financing: 25 Keys to Raising Money, Finance Any Business Intelligently* and *Handbook of Business Finance & Capital Sources*. His latest book, *Bootstrap to Billions: How Entrepreneurs Build Great Companies from Scratch*, shows how to build Fortune 500 companies without resources. He also is the entrepreneurial finance columnist for Forbes.com, one of the world's largest online business sites.

### Online Learning Excellence (OLE) Facilitator: Geoff Archer

If you are working with today's youth in universities around the world, you understand the importance of incorporating online tools in your pedagogy. The Online Learning Excellence (OLE) Initiative is designed to bring online education's early adopters to you for a crash course in online learning.

Learn firsthand, educator-to-educator, how to identify and tailor the best possible learning tools and exercises for specific online learning objectives. Presenters will share best practice from real courses and show you how to make online experiential learning more than just a collection of activities.

#### Workshop Outputs:

1. New Online Tools to Use in the Classroom
2. Outline for a New Online or Hybrid Course
3. Assessment Tools for Online Assignment
4. Discussion on the Future of Online Learning

#### Facilitator Bio



Dr. Geoff Archer is an Associate Professor with the Faculty of Management, the Director of the Eric C. Douglass Centre for Entrepreneurial Studies, and the Faculty Advisor for Royal Roads' Chapter of Students in Free Enterprise (SIFE). Geoff has about fifteen years of entrepreneurial work experience as both a principal and an adviser. Immediately prior to entering academia, he worked as an intrapreneur, starting businesses inside of ExxonMobil, Hewlett-Packard and Yahoo!, Inc. Current engagements include; BalQon (manufacturer of 100% electric

Class 8 trucks), Human Energy Xchange (manufacturer of exercise bikes that generate electricity), Mathalicious (creator of compelling mathematics lessons), and MiStudent.com (an internet portal that promotes college students' personal finances and financial literacy). Geoff holds a Bachelor's Degree in Public Policy from Duke University's Terry Sanford Institute, a Masters of Environmental Management from Duke University's Nicholas School of the Environment, an M.B.A. from Cornell's Johnson Graduate School of Management, and a PhD in Business Administration from the Darden Graduate School of Business at the University of Virginia. Geoff's research interests are at the intersection of entrepreneurship & sustainability. Current projects include a forthcoming book on Environmental Entrepreneurship and academic journal articles on microfinance, cleantech venture capital, and appropriate technology.

## **Business Model Innovation**

### **Facilitator: Luca Iandoli**

In this workshop participants will receive an introduction to Business models and Business models innovation. We will discuss the importance of understanding the way your business works using this construct and a visual tool known as Business Model canvas. Several examples of Business model innovation will be presented, in the final part of the workshops participants will be asked to use the BM canvas to rethink and possibly redesign the BM of that is currently used in their company.

#### **Facilitator Bio**



Luca Iandoli is a Visiting Research Professor of Engineering Management at Stevens Institute of Technology, Associate Professor of Engineering and Innovation Management, School of Engineering, University of Naples Federico II (Italy) and President Elect of the Int. Council for Small Business and Entrepreneurship.

His research activities can be positioned at the interface between Technology, Business and Society. The fundamental quest that underlies most of his research work can be described with a single question: How can we design better socio-technical systems in a way that individual action can be aggregated so that the collective system behave in a more intelligent way?

He has received several awards over the course of his career. Within the past five years, he has won the ICSB Presidential Award for Excellence in Service, Best Case Study Award at the ECSB Case Study Competition, Global Information Technology Management Association (GITMA) Fellowship and Fulbright Scholarship as a Research Visitor at the MIT Center for Collective Intelligence.

## **Schumpeterian Entrepreneurship as Capitalistic Dialectics**

### **Facilitator: Hanns Pichler**

In trying to paintbrush background and scientific "environs" when Schumpeter's visionary "Theory of Economic Development" (1912) came out, classical and neoclassical thought as well as Marx' "Capital" had been exposed already for some time to scholarly scrutiny by the learned community.

In neither classical-neoclassical nor Marxian visions, the entrepreneur explicitly figures. It is Schumpeter's truly seminal interpretation of the capitalist process, wherein the entrepreneur as such takes centre stage as the "pioneering" and driving force in a dialectic sense as, in fact, sort of a villain, as the "antithesis" to the market system. As indeed an element constantly striving to outmaneuver constraining competition, to "trick" given market conditions and, thereby, forever challenging the "system" itself; or more pointedly still: when and wherever possible to be, or to become, a monopolist.

When relating this to modern entrepreneurship, its pivotal role in a regional and global or, more specifically so, in a structural as well as developmental context, Schumpeter's vision, nowadays, more than ever in times of dynamic change may serve as a guide for any entrepreneurially oriented policy formulation.

#### **Facilitator Bio**



Born 1936 in Aspach, Austria. Graduated from Vienna University of Economics and Business, (Master's 1958; Doctorate 1960) and Univ. of Illinois, USA (M.Sc. Economics/Econometrics, 1963); Dr. habil. in Economics (1967). Senior Economist/Resident Representative, World Bank Group (1965-74) with far ranging responsibilities in Latin America, the Caribbean, Eastern Africa, and especially South & South-East Asia. From 1973/74 full professor (chair: "Political Economy and International Development); Head, Department & Institute of Economics, 1975-2004; Emeritus since 2004.

Senior Schumpeter Fellow, Center for European Studies/Harvard University. President/Chairman and memberships of various scientific as well as professional societies and institutions; Editor/Editorial Board member of national/international scientific journals with recognition and distribution world wide. Dean/;Legatus, European Academy of Sciences & Arts (til 2012); Consultant/Representative, ICOMP-International Council on Management of Population Programs; Consultant World Bank Group and UNIDO; Arbitrator, I.C.S.I.D. (World Bank); Overseas Supervisor, China Scholarship Council; Past President, International Council for Small Business (ICSB).

Awards/Honours: Best Thesis Award, Austrian Chambre of Labour (1960); Cardinal Innitzer Science Award (1966); University of Economics Honours Prize (1982); Austrian Cross of Honour for Science & Art, First Class (1988); Leopold Kunschak-Award (1990); Honorary Doctorate in Economics, Cath. Univ. Brussels (1994); Grand Decoration of Honour in Silver to the Republic of Austria (2001); Wilford White Fellow, International Council for Small Business (2003); Knight, Old Order of St. George (2006); American Order of Merit („OM“, 2009); ICSB President's Award for Outstanding Services (2009); abi, Hall of Fame (2010); PhD Certificate in Gold, Vienna University of Economics & Business (2010); Honorary Fellow, Academia Scientiarum et Artium Europaea (2013); Fellow, ECSB (2014)

Listings in various Who is Who editions and international scientific directories. Numerous books, contributions and articles in a broad specter of scientific journals on international economic issues, international finance, development and development strategies; on business leadership, entrepreneurial values and attitudes, on SME structures, related policy issues and entrepreneurship.

## **Using the Global Entrepreneurship Index (GEI) to understand Ecosystem**

### **Facilitator: Fiona Sussan**

Since the release of Global Entrepreneurship Index (GEI Index), sovereigns pay attention to whether they rank better than their neighbors, or if their own rankings have improved from the year before. Admittedly one of the better worldwide Index on entrepreneurship at a country level, merely viewing GEI as a comparison tool from one country to another is not enough. The 3 Sub-Indexes with 14 pillars tell a much richer story about a country than the mere scores on these Sub-Indexes and pillars. Indeed, the Index provides a snapshot of a country's entrepreneurship ecosystem by highlighting the strength and the weakness of the specific components within the ecosystem. The Index is able to capture the "system" given its use of an interactive dynamic model that captures bottleneck or penalty of a specific pillar.

The purpose of this workshop is to demonstrate to stakeholders how to leverage the rankings and scores of the Index to understand how to improve the entrepreneurial ecosystem in finding short- or long-term solutions concerning education, technologies, SMEs, infrastructure, finance, cultural issues, and many more within public or private initiatives.

#### **Facilitator Bio**



Professor Sussan is currently the founder of Center for Global Business Research, School of Advanced Studies, University of Phoenix. Migrating from an international finance career with Fortune 50 companies, Fiona's academic research has won awards from Association for Consumer Research (ACR), American Marketing Association (AMA), Emerald, National Geospatial-Intelligence Agency, AMA American Collegiate Retailing Association, among others. Her work has been published in Journal of Business Research, International Marketing Review, Corporate Communications, Journal of Intellectual Capital, among others. She serves on editorial boards of various journals. Professor Sussan received her MBA and PhD from Baruch College, University of New York. She is fluent in Chinese, Japanese, and English.